2.7 Promotion and Tenure

(section 2.7 endorsed by faculty March 2012)

Promotion and/or tenure are among the most important decisions a university makes and must be based on the expectation that the candidate is an engaged and effective teacher and mentor; is an active scholar; is contributing to his/her profession; is a valued contributor to the life of the university through service; and is participating in his/her community and profession by providing professional service. All faculty members are evaluated annually on teaching, scholarship, and service; however, the weight given to each of these categories is negotiated annually and reflected in faculty members’ Work Plans. Tenure decisions are based upon criteria set out in the remainder of this document. To earn tenure, candidates must demonstrate effective teaching, appropriate levels of scholarship, and contributions to the discipline, University, and community and show promise of future contributions in all areas.

This section is intended to be a guiding framework for the P&T process for candidates, departmental committees, and University administrators. Departmental promotion and tenure guidelines will further clarify this section in the context of the specific disciplines (see section 2.8.C.).

Success in achieving tenure and promotion requires that candidates present evidence making a strong case that they have achieved the criteria articulated below, relative to the academic rank sought, and in alignment with the appointment status and workload assignments as negotiated and reflected in annual Work Plans. While faculty Work Plans are evaluated on an annual basis, the promotion and tenure (hereafter P&T) portfolio provides a holistic view and demonstrates a body of work over a period of time.

A. Eligibility

Eligibility for promotion and tenure is based upon time in rank, eligibility in rank, and degree requirements (see section 2.1.G).

5. Time in rank: Only full-time paid service counts toward time in rank. Sabbatical leave time also counts toward time in rank. Only full academic years of paid service (or on approved sabbatical or other paid leave) count toward time in rank. At the time of joining PSU faculty, the Vice President for Academic Affairs will provide faculty members with a written statement specifying the number of years of experience elsewhere with which they are being credited for promotion and tenure. A maximum of three years may be granted. Credit is based on prior teaching experience or other equivalent experience relevant to the individual’s assignment. Credit for prior service may be reduced at the request of individual faculty members in order to extend the years available before P&T application is mandatory. This request can be made at any time before the sixth year of PSU employment.

6. Eligibility in rank:
   a. Instructors in tenure-track lines are not eligible for tenure at the rank of Instructor. A decision to promote to Assistant Professor and grant tenure, or give a terminal appointment, must be made no later than during the sixth year. Instructors will not normally be promoted to Assistant Professor without the terminal degree in their fields.
   b. Assistant Professors are eligible to apply for promotion to Associate Professor in the sixth year of appropriate teaching experience in higher education, three of which must be at PSU.
      i. Decisions to grant tenure or give a terminal appointment must be made no later than during the sixth year of full-time creditable service at the rank of Instructor or above.
      ii. Assistant Professors in Tenure-Track positions must apply no later than during the
sixth year of full-time PSU service at the rank of Instructor or above.

c. Associate Professors are eligible to apply for promotion to Professor in their sixth year or beyond at that rank. Candidates should apply at the point when they are able to demonstrate they have met the criteria outlined later, beginning in section 2.7.B.
d. Tenure-track Associate Professors, if newly appointed to PSU at this rank, are eligible for tenure consideration during their second year and must apply no later than the fourth year of service at PSU. Candidates should apply at the point when they can demonstrate they have met the criteria outlined beginning in section 2.7.B.
e. Tenure-track Professors, if newly appointed to PSU at this rank, are eligible for tenure consideration during their second year at PSU. Tenure or terminal appointment for all Professors must be decided upon no later than during their fourth year at PSU.
f. If tenure-track candidates are promoted to Professor or Associate Professor at PSU, and if they have served at least three years at PSU at the time the promotion takes effect, they are also granted tenure.

g. Degree requirements: In addition to the length of service requirements, candidates must meet the following degree requirements: Instructor: Substantial progress toward appropriate terminal degree

Tenure: Doctorate or other terminal degree
Assistant Professor: Doctorate or other terminal degree
Associate Professor: Doctorate or other terminal degree
Professor: Doctorate or other terminal degree

In extremely rare circumstances, the time in rank or degree requirements may be waived for promotion. If it is determined at all evaluation levels that a candidate has a demonstrated record of excellence in all three of the following areas: teaching/librarianship, scholarship, service AND a national reputation in their field of expertise, time in rank or degree requirements may be waived. Candidates considering early application shall consult the Department Chair and Dean prior to applying.

B. Change of Eligibility Requirements

New faculty who are hired under promotion and/or tenure criteria that undergo change or modification subsequent to their employment shall have up to three academic years of eligibility under the original standards for their initial promotion/tenure process. This shall be noted in the letter of appointment. Faculty who have already been promoted and/or granted tenure at PSU and who have met all existing criteria for the next faculty rank shall be eligible to apply under those criteria for three academic years after any changes or modifications of them occur. Applications within those three years shall be considered under the previous standards unless the candidate elects to use updated standards.

C. Teaching/Librarianship

As directed by PSU’s Strategic Plan, a primary focus of the University is on providing quality academic experiences in order to enhance students’ intellectual, ethical, and civic development, and on preparing students for active and effective engagement in their professions and society. Therefore, effective teaching/librarianship is paramount in any P&T decision.
Effective teaching/librarianship involves the creation and implementation of learning activities that enable students to develop skills and knowledge that ultimately enhance their understanding of themselves and the world. Effective teaching results from faculty members being intellectually engaged in their discipline(s) and integrating students into that engagement. Effective teaching employs various approaches and numerous experiences to facilitate learning. Effective teaching includes meaningful assessment of student learning, participation of students in scholarly activities, and purposeful academic mentoring. Faculty members are responsible for the design and delivery of courses and for the creation and evaluation of curricula, which direct and shape both general and specific student learning.

1. Criteria

Learning involves active participation and commitment from both faculty and students. Therefore, the evaluation of teaching captures a comprehensive picture of teaching and learning outcomes from various experiences.

*Effective Teaching/Librarianship* includes all of the following and will be evaluated by the extent to which these criteria are met (see Appendix for further definition):*

- Engages in scholarly teaching
- Uses effective instructional design
- Utilizes appropriate instructional delivery
- Employs instructional assessment
- Mentors and supports students

*The above indicators are further defined in the Appendix. Candidates should also refer to section 2.8.G.8 of the *Faculty Handbook* and their departmental P&T guidelines for examples of evidence that may be used to meet these criteria.

2. Evaluation of Teaching/Librarianship

Candidates will be evaluated annually and at all levels of the P&T process based on the criteria outlined above. Evaluations will take a developmental perspective appropriate to the rank for which individual candidates are applying and will consider the weight that teaching holds relative to teaching, scholarship, and service in candidates’ Work Plans. All candidates are required to demonstrate effective teaching in the courses that they teach regardless of the number of teaching credits negotiated and reflected in annual Work Plans.

In order to earn promotion and/or tenure, candidates at all ranks are required to provide evidence in their portfolio of effective teaching that will include their Statement on Teaching, analysis and self-reflection of student course evaluations, and all reports of teaching observations/evaluations. Candidates’ should also consider including evidence of content expertise, course syllabi, learning/assessment/teaching activities, assignments, and student work, along with evidence of fair assessment, availability to students, effective course and classroom management, self-reflection and evaluation of one’s own teaching, and descriptions of pedagogical experimentation.

For tenure and/or the rank of Associate Professor, candidates are required to demonstrate that they have met the criteria for effective teaching in the areas listed in section C.1 above.

For the rank of Professor, candidates must demonstrate evolution and growth in their teaching while continuing to meet the criteria for effective teaching.
For promotion to Senior Teaching Faculty candidates are required to demonstrate that they have met the criteria for effective teaching in the areas listed in section C.1 above.

For promotion to Master Teaching Faculty candidates must demonstrate evolution and growth in their teaching while continuing to meet the criteria for effective teaching.
D. Scholarship

Active engagement in scholarship is an important aspect of faculty members’ academic lives. It fosters the intellect of faculty members by enabling them to remain intellectually engaged and current in their respective fields; it contributes to the intellectual and aesthetic climate of the department and of the University; it provides opportunities for collaboration among faculty and students; and it reflects positively on the University. Faculty members are expected to be involved in scholarship in their disciplines, including active and effective participation through presentations, publications, exhibitions, and/or performances.

Plymouth State University values diversity in scholarship that is informed by the Boyer Model of Scholarship. This framework considers the multiple forms that scholarship may take; there is no requirement that candidates involve themselves in all of these types of scholarship.

### Types of Scholarship

<table>
<thead>
<tr>
<th>Scholarship of Discovery</th>
<th>Building new knowledge through research or creating new works</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship of Teaching and Learning</td>
<td>Investigating teaching theory and/or processes for the purpose of optimizing learning</td>
</tr>
<tr>
<td>Scholarship of Integration</td>
<td>Making connections across disciplines and advancing knowledge through synthesis</td>
</tr>
<tr>
<td>Scholarship of Engagement</td>
<td>Utilizing relevant research by linking theory and practice in collaboration with community stakeholders to solve pressing social, civic, or ethical problems</td>
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</table>

1. **Criteria:** Scholarship involves systematic action that results in contributions to the body of knowledge as set out by one’s discipline. The evaluation of scholarship, regardless of the type as defined above, will be based upon quality and impact to show a comprehensive picture of outcomes from various endeavors.

   *Quality Scholarship* will be evaluated by the extent to which these criteria are met (see section 2.8.G. for further definition)*

   - Conducts scholarship in a manner with clear goals and appropriate methods
   - Demonstrates discipline-related or interdisciplinary expertise
   - Meets the standards of discipline-related or interdisciplinary scholarship
   - Contributes to a body of knowledge through new, original and/or innovative works
   - Disseminates to a wider audience in an appropriate forum (presentations and/or publications to scholarly peers, exhibitions, performances, etc.)
   - Makes an impact or contribution to the discipline or some community of people

* Candidates should refer to section 2.8.G.1–8 of the *Faculty Handbook* and their departmental P&T guidelines for examples of evidence that may be used to meet these criteria.

2. **Evaluation of Scholarship:** Candidates will be evaluated annually and at all levels of the P&T process based on the criteria outlined above. Evaluations will take a developmental perspective appropriate to the rank for which the candidate is applying and will consider the weight that scholarship holds relative to teaching, scholarship, and service in the candidate’s Work Plan. All candidates are required to demonstrate that they are engaged in scholarship as articulated in their
annual Work Plans.

Candidates’ scholarship will be evaluated at all levels of the promotion and tenure process for the quality, scope, and level of potential influence in the field. In order to earn promotion and/or tenure, candidates are required to provide evidence in their portfolio of scholarship that will include their Statement on Scholarship and supporting documents, such as copies of publications. Objective outside evaluation of scholarship is required when applying to the ranks of Associate Professor or Professor. Candidates will work with the Chair of their departmental P&T committee to arrange for external reviews of their scholarship to be added to their P&T portfolio (see section 2.8.C.6 for procedures).

**Clinical Faculty** shall demonstrate evidence of professional leadership and scholarly activity. Scholarly activity for Clinical Faculty is defined as professional development that advances the knowledge and expertise of the clinical faculty member and may include scholarship as described for tenure track faculty, though not required.

For tenure and/or the rank of Associate Professor, candidates are required to possess an emerging body of scholarship and demonstrate scholarship that meets the criteria outlined above.

For the rank of Professor, candidates are required to demonstrate a well-developed and sustained body of scholarship that demonstrates maturity in one’s field and meets the criteria outlined above. Candidates must demonstrate and provide evidence of growth as a scholar since their last promotion.

**E. Service**

Service is a core value of Plymouth State University, as evidenced in the University motto *Ut Prosim*. Our mission of student success and outreach to New Hampshire also implies the special importance of service. Service is expected of all faculty members and must include service to the department and the University, as well as to the community and/or profession. Contributions to all of these constituents are especially important for promotion to Professor.

Plymouth State University depends on the commitment and talents of faculty to serve in varied capacities. Service to the University and the department involves participation in governance and is an application of stewardship. It might involve serving on departmental and University committees; playing leadership roles within the program, department, and/or University; supporting and contributing to efforts and activities that promote student success; and contributing to the overall functioning of the PSU community. Service to the profession and/or the community involves the application of professional expertise that is closely related to candidates’ assigned roles, enhances the reputation of the University, and provides benefits to Plymouth State University.

1. **Criteria:** Service involves active participation and demonstrable outcomes that enhance circumstances in the department, University, community, and discipline, and involves application of one’s professional expertise to bring about positive outcomes. The evaluation of service captures a comprehensive picture of contributions across multiple contexts.

*Meaningful Service* will be evaluated by the extent to which these criteria are met (see section 2.8.G for further definition):*

- Demonstrates contributions to the department, the college, and the University
- Conducts activities with integrity and professionalism
• Accepts responsibilities and follows through on commitments
• Demonstrates ability to work collaboratively
• Makes contributions to the community and/or the profession through the application of professional expertise

*Candidates should refer to section 2.8.G.1–8 of the Faculty Handbook and their departmental P&T guidelines for examples of evidence that may be used to meet these criteria.

2. **Evaluation of Service:** Candidates’ activities and accomplishments in related service will be evaluated at all levels of the P&T process for quality and impact. While service will be evaluated annually at all levels, it is understood that service will follow a developmental trajectory and will be considered as a body of work. Candidates’ service will vary according to rank and as negotiated and reflected in the annual Work Plan.

In order to earn promotion and/or tenure, candidates are required to provide evidence in their portfolio of service that will include their Statement on Service and might include supporting documents, such as copies of committee documents, evidence of outcomes, and/or letters of support.

For tenure and/or the rank of Associate Professor, candidates are required to demonstrate meaningful contributions to the program, department, and University and have provided expertise to serve the community and/or their profession that meets the criteria outlined above.

For the rank of Professor, candidates are required to continue to meet the same expectations as for Associate Professor and are required to demonstrate leadership in their service activities within and beyond the University.

**For promotion to Senior Teaching Faculty Member,** candidates must demonstrate meaningful service to the program and cluster/University/or community.

**For promotion to Master Teaching Faculty Member,** candidates must demonstrate meaningful service leadership for campus/community/or the profession.
2.8 Procedures for Promotion and Tenure
(section 2.8 endorsed by Faculty March 2012)

In order to be considered for promotion and/or tenure, candidates will submit an application consisting of the Personnel Action Folder (available on the Provost’s website) and P&T portfolio that demonstrates they have met the criteria for P&T outlined in section 2.7. This section outlines the procedures that the University, departments, and candidates will follow during the P&T process. Section 2.8.G identifies the contents required for the portfolio and includes examples of evidence for meeting the criteria. Candidates should also refer to their departmental P&T guidelines for discipline-specific examples.

The Checklists at the end of this section and in the Appendix assist candidates, P&T Committees, and Department Chairs through the process.

A. Evaluation Overview

1. Evaluation Levels

Candidates to be evaluated for promotion and/or tenure are to be evaluated at five levels at PSU prior to submission of their applications to the USNH Board of Trustees in June. The levels are:

Department Promotion and Tenure Committee
Department Chair
2. Evaluation Process

Candidates will be evaluated by each of these levels, in the order listed above. Each evaluation level is to review candidates’ personnel files, Personnel Action Folders, and P&T portfolios, along with recommendations made at previous levels. Each level of evaluation will also add any pertinent data not previously considered and make recommendations based on the whole. Reasons for recommendations must be provided. Written results of each level’s evaluation will be given to the succeeding levels and to the candidates.

a. If a Department Chair is being considered for promotion and/or tenure, the Department Chair recommendation is omitted.

b. At any time prior to the President’s final recommendation to the Board of Trustees, candidates may withdraw from further consideration. Withdrawal shall be made in writing and shall be submitted to all levels that have reviewed the application.

3. Evaluation Timeline

The timetable for each level to complete its review is as follows:

- **October 15.** Candidates submit portfolio to department P&T committees
- **November 15.** Department P&T committees’ recommendations due
- **December 15.** Department Chairs’ recommendations due
- **January 31.** Deans’ recommendations due
- **March 30.** Provost and Vice President for Academic Affairs recommendations due
- **April 30.** President’s recommendations due

Each level will, on or before the above dates, communicate its recommendation in writing to the candidate and deliver the file with its recommendation to the next level.

B. Responsibilities of Candidates

1. Intent to Apply

Faculty members who will apply for promotion and/or tenure must inform the Provost’s Office and the Department Chair no later than April 15 of the academic year prior to the year of application. Faculty members should declare their intent to apply and indicate the (applicable) University and departmental P&T guidelines to be followed (see section 2.7.B.).

2. Permission to Review Application Materials and Personnel File

Candidates who are to be evaluated for promotion and/or tenure must give written permission for their official file in Human Resources to be made available for consultation by evaluators at all levels (P&T committee et al.). Candidates should submit the permission form in the Personnel Action Folder by October 15 of the year of application.

C. Responsibilities of the Department
1. Because the University’s P&T procedures and criteria apply across a wide variety of scholarly disciplines, each academic department will develop guidelines for promotion and tenure. In order to ensure that the University P&T procedures and criteria are applied in a fair and consistent manner, departmental P&T guidelines are expected to align with, and will not supersede, these procedures. Departmental P&T guidelines assist candidates in the development of their P&T materials by identifying specific P&T processes that occur within the department prior to their submission of a P&T application and providing them with additional information regarding evaluation criteria for teaching, scholarship, and service that may be specific to the department and/or discipline.

The department shall be responsible for review of the department P&T guidelines. Any changes shall be approved by the department, submitted to and reviewed by the Promotion, Tenure and Evaluation Advisory Group and ultimately need to be approved by the Provost (see section 2.9).

2. Each department shall have a standing P&T Committee Chair regardless of whether there will be candidates applying.

3. Academic departments shall forward the name of the P&T Committee Chair to the Provost’s office no later than April 1 of each year.

4. Departments with candidates applying for promotion and/or tenure will elect committees of 5 members no later than the end of the Spring semester.

5. Committees reviewing tenure-track candidates shall be comprised of five tenured faculty members. If a department does not have five tenured faculty members available to serve on a department P&T committee, the Department Chair will consult with the Dean to draw up a list of possible committee members from other departments. From that list, the department faculty will vote on the remaining committee members.

6. Committee structure reviewing Teaching Faculty candidates will be as comprised as in 2.8. C.6 However, when possible, a Senior Teaching Faculty will replace one of the Tenured Associate Professors.

7. Committees reviewing Clinical or Research Teaching Faculty candidates shall be comprised primarily of Clinical or Research Faculty at the Associate level or higher (i.e. Clinical serve on Clinical faculty committees and Research serve on Research faculty committees). Clinical or Research faculty committees shall have at least one Clinical (or Research) and at least one tenured faculty member from the department. If a department does not have five faculty members or the appropriate mix of faculty to serve on the department promotion committee, the Department Chair will consult with the Dean to draw up a list of possible faculty committee members from other departments. From that list, the department faculty will vote on the remaining committee members. Teaching Faculty committee will

8. The Department Chair and the P&T Committee Chair (or committee designee) shall attend annual P&T training sessions.

9. The P&T Committee Chair shall be responsible for seeking external review letters in accordance with the guidelines outlined in this document (not applicable for teaching faculty).

   a. The P&T Committee Chair, Department Chair, and the candidate shall agree on a list of qualified potential reviewers that will yield a minimum of three external reviews. (See the
worksheet in section 2.8.1.1 to develop a list of potential external evaluators.) The P&T Committee Chair shall solicit reviews from all reviewers on the list.

b. External reviewers of candidates’ scholarship shall be contacted and solicited by the P&T Committee Chair in the Spring prior to the candidate’s application. This will ensure external reviewers have adequate time for review of materials and to comply with the deadline. The
P&T Committee Chair shall request that letters be addressed to her/him and be submitted no later than September 15. (See sample letter to external evaluators in section 2.8.I.2).

c. External reviewers will be asked to provide a review of a representative sample of the candidate’s body of scholarship. Candidates are responsible for providing the following to the P&T Committee Chair, which he/she will provide to the external reviewers: a copy of the University P&T guidelines, a description of the candidates teaching load, a curriculum vitae, and copies of or access to scholarly work.

d. Reviewers shall provide an objective assessment of the candidate’s scholarly work, impact, and reputation. Potential reviews with close personal relationships to candidates should be avoided (e.g., relatives, close personal friends, former doctoral dissertation chairs). It is acceptable to ask colleagues with whom candidates have collaborated, written, published, or presented works, provided reviewers feel they can provide objective evaluation.

e. The letters will become a permanent part of the candidate’s portfolio, so confidentiality cannot be guaranteed. The Chair will add these letters to the portfolio.

10. The P&T committee will use the applicable P&T guidelines to conduct a fair, impartial, and thorough review of any candidate’s application (Personnel File, Personnel Action Folder, and P&T portfolio (see section 2.8.G and 2.8.I).

11. At the beginning of the evaluation process, the department P&T committee will (with the release provided by the candidate) examine the relevant material in the Evaluation Section of the candidate’s official personnel folder maintained by the Human Resources Office.

12. The committee will complete its recommendation and provide a copy to the candidate and to the Chair of the Department no later than the date indicated above.

D. Responsibilities of University Administrators: Teaching Observations/Evaluations

Once candidates have submitted their application for P&T or promotion only the Department Chair shall observe/evaluate the teaching of each candidate; the Dean shall observe Department Chairs who are candidates for promotion or tenure. Such visits shall be arranged in advance. These teaching observations/evaluations are in addition to those conducted prior to application for P&T and should be added to the candidate’s portfolio.

1. The Dean, Provost, or President may make a classroom visit to any candidate for P&T. Results of such evaluations are to be used only at the observer’s respective level and above. They shall not be made available to prior evaluation levels (e.g., a Provost’s evaluation will be made available only to the candidate and the President).

2. These observations/evaluations are different from those completed prior to submission of an application of promotion and/or tenure. Candidates will have included reports of all prior teaching observations/evaluations since appointment (for tenure) or since last promotion (for promotion) in the P&T portfolio.

E. Responsibilities of All Evaluators: Recommendations

At each evaluation level, an independent recommendation will be made for each candidate for promotion and/or tenure based upon all P&T materials and with consideration of the reports from all previous evaluation levels. Recommendations may take three forms:

1. Recommendation for promotion and/or tenure
2. Recommendation for no change in status
3. Recommendation (in the case of non-tenured faculty in a tenure-track position who applied in the year designated as the year they must successfully achieve tenure) for a terminal appointment
The President of the University shall make final recommendation to the Board of Trustees. At this time, the President will also report the final recommendation to each evaluation level and to the candidate. The President’s final recommendation to the Board of Trustees and all recommendations from each level of the P&T process shall be filed in the Evaluation Section of the candidate’s personnel file in the Human Resources Office, unless a candidate withdraws from consideration.

F. Candidate’s Right to Withdraw Application and/or Appeal for Procedural Error

1. At any time prior to the President’s final recommendation to the Board of Trustees, candidates may withdraw from further consideration. In this case, the promotion/tenure recommendation folder and all materials generated by it shall be returned to the candidate or to the level originating the materials.

2. If candidates believe that the policies and procedures for promotion and/or tenure were applied inequitably to their individual case, they may file a grievance using the grievance procedures outlined in section 2.17 of this handbook.

G. Contents of the P&T Application

The candidate’s application for promotion and/or tenure is reviewed and evaluated by several levels at PSU. As evaluators become more removed from the candidate’s professional field of specialization, they need more complete, varied, and detailed information in order to be able to form a sound judgment. The documentation listed below is required to help candidates present a full case to reviewers at all levels, so that candidates may receive every consideration in the promotion and/or tenure process. Candidates will add most materials to the portfolio. Additional relevant materials, such as external reviewer letters, any additional teaching observations/evaluations, and recommendations, can/will be added to the portfolio by the committee or involved administrative evaluators.

*Portfolio Contents added by candidates:*

1. Completed forms from Personnel Action Folder:
   a. Copy of file release (original sent to the Human Resources Office by October 15)
   b. Application Form
   c. Employment and Education Summary

2. Updated curriculum vitae in approved format (available on Provost/VPAA’s website)

3. Copies of the following documents since appointment (for promotion to Associate Professor and tenure) or since last promotion (for promotion to Professor):
   a. All work plans with Department Chair annual evaluations
   b. All reappointment letters.
   c. All reports of teaching observations/evaluations

4. Results of student evaluations (raw data) and a summary of the evaluations and self-reflection

5. Candidate’s Statements on Teaching, including advising if assigned since appointment (for tenure) or since last promotion (for promotion) that supports the criteria outlined in section 2.7.C.
6. Candidate’s Statement on Scholarship (not applicable to teaching faculty) since appointment (for tenure) or since last promotion (for promotion) that supports the criteria outlined in section 2.7.D.

7. Candidate’s Statement of Service since appointment (for tenure) or since last promotion (for promotion) that supports the criteria outlined in section 2.7.E.

8. Examples of evidence selected by the candidate that support statements on teaching, scholarship, and service and make a compelling case that the candidate meets the criteria in section 2.7.C.–E. for promotion and/or tenure.

   a. Materials that may be included as evidence of effective teaching or librarianship:
      1) Examples of teaching materials, such as syllabi, exams projects, and assignments, etc. or other appropriate materials in the case of librarians
      2) Examples of student work
      3) Awards, commendations, nominations for successful teaching
      4) Examples of student success, e.g., presentation/publication of student work, participation in contests, or artistic exhibitions, etc.
      5) Examples of success in mentoring and supporting students
      6) Examples of continuing education activities that develop new areas of expertise required of the discipline/department or that promote a new scholarly/creative direction for the candidate’s professional growth (e.g., developing expertise in a new area that is required to be taught in the discipline or learning a new data collection technique that will lead to future research)
      7) Other evidence deemed relevant by the candidate

   b. Materials that may be included as evidence of scholarship:
      1) Copies of works disseminated to a wider audience (e.g., public presentation, publication, workshop, performance, exhibition)
         • Publications (e.g., book, chapter in book, peer-reviewed article, grant proposal, critical review or editorial in refereed journal, creative work, musical composition, editing music, research report, publication in trade or popular journal, chapter in book)
         • Presentation or performance at regional or national meeting (refereed or invited)
      2) Copy of preliminary work that will lead to dissemination to a wider audience including:
         • Research and experimentation for course development or improved pedagogy that will later be presented
         • Research, data collection, project preparation, research/creative/artistic works in progress
      3) Copy of grant proposal or patents submitted
      4) Sample of development of new professional tools for use with clients/professionals outside the University
      5) Digital media or reviews of commissioned art or musical composition
      6) Other evidence deemed relevant by the candidate

   c. Materials that may be included as evidence of service:
      1) Copies of reports, proposals, letters of support, or other documents demonstrating meaningful contributions to department and University
      2) Copies of reports, proposals, letters of support, or other documents demonstrating meaningful contributions to community and/or profession through the application of professional expertise (e.g., officer, board of director, program coordinator, editorial board member, journal reviewer, artistic adjudicator, consultant, etc. at national, state, regional, or local level)
3) Other evidence deemed relevant by the candidate

*Portfolio Contents to be added by Evaluators after submission of application.*

1. External reviews of scholarship added by the P&T Committee Chair
2. Statement and recommendation of each evaluation level
3. Additional teaching observations/evaluations or relevant materials as described at the start of this section (2.8.G.).
H. Checklists

1. Candidate’s P&T Checklist

The following checklist is provided to assist **P&T candidates in preparing for the P&T process**:

_____a. Review appointment letter and verify that information (including rank and years of experience credited toward tenure) is accurate.

_____b. Schedule a meeting with the Department Chair, during the first year of appointment, to discuss University and departmental promotion and tenure guidelines.

_____c. Read and fully understand sections 2.7 and 2.8 of the *Faculty Handbook* for guidelines regarding the University promotion and tenure eligibility and process.

_____d. Read and fully understand the departmental promotion and tenure guidelines.

_____e. Understand the differentiated criteria for promotion at the Assistant, Associate, and Full Professor levels or Senior and Master Teaching Faculty.

_____f. Determine which University and department P&T guidelines apply to you. If campus or departmental guidelines have been updated or revised, talk with your department P&T committee to ensure that you are clear about which departmental and University P&T processes and guidelines will be used to evaluate your application. Revisions to guidelines become effective three years after they are passed. You may choose to use updated or revised guidelines prior to three years if you wish.

_____g. Respond to requests for teaching observations/evaluations.

_____h. Discuss progress toward tenure and/or promotion with Department Chair during annual Work Plan review.

_____i. Collect and organize materials for your promotion and tenure Personnel Action Folder and portfolio.

_____j. Attend the Provost’s sessions on preparing for promotion and tenure.

_____k. Review successful promotion and tenure applications from the department.

_____l. Meet with the Dean and the Department Chair (in a joint meeting) three and two years prior to your promotion or tenure application.

_____m. Inform the Provost’s Office and the Department Chair no later than April 15 of the academic year prior to the year of application for promotion and/or tenure to declare your intent to apply

_____n. Work with Department Chair and P&T Committee Chair by the end of the semester (April or May) of the academic year prior to your application for promotion and/or tenure to agree upon a list of qualified external reviewers that will yield a minimum of three reviews of your scholarship (not applicable for teaching faculty). (See sections 2.7.D.2 & 2.8.C.6 & Appendix *Faculty Handbook*.)
_____o. Be aware of all relevant material in the Evaluation Section of your official personnel file maintained by Human Resources.

_____p. Prepare your promotion and tenure application and portfolio and submit to the departmental promotion and tenure committee by October 15 of the year of application.

_____q. Ensure that promotion and tenure application contains all required items from section 2.8.G of the Faculty Handbook.
2. P&T Committee’s Checklist [revised February 2012]

The following checklist is provided to assist **P&T committees with the P&T process:**

**P&T Committee Chair**

_____ a. Work with Department Chair and candidate by the end of the semester (April or May) of the academic year prior to candidate’s application for promotion and/or tenure to agree upon a list of qualified external reviewers that will yield a minimum of three reviews of the candidate’s scholarship. (See sections 2.7.D.2 & 2.8.C.6 & Appendix Faculty Handbook.) (not applicable for Teaching Faculty)

_____ b. Add all external reviews to candidate’s portfolio. Provide candidate with copies (not applicable for Teaching Faculty).

_____ c. Attend annual P&T training session(s).

**Full Committee**

_____ a. Ensure that the candidate knows where to access departmental guidelines and materials (including sample applications from previous years).

_____ b. Understand and adhere to sections 2.7 and 2.8 of the *Faculty Handbook* regarding the P&T process.

_____ c. Review and adhere to the departmental P&T guidelines.

_____ d. Understand the differentiated criteria for promotion at the Assistant, Associate, and Full Professor levels or Senior, Master Teaching Faculty

_____ e. Clarify with the candidate which University and department P&T guidelines apply. If campus or departmental guidelines have been updated or revised, ensure that the candidate and the committee are both clear about which departmental and University P&T processes and guidelines will be used to evaluate the application. Revisions to guidelines become effective three years after they are passed. The candidate may choose to use updated or revised guidelines prior to three years if he/she wishes.

_____ f. Read the candidate’s application carefully.

_____ g. Examine all relevant material in the Evaluation Section of the candidate’s official personnel file maintained by Human Resources.

_____ h. Provide a copy of the committee’s recommendations to the candidate in adherence with the stated deadline on or before the due date of November 15.

_____ i. Give the materials, including a copy of the committee’s recommendation, to the Department Chair on or before the due date of November 15.
3. Department Chair’s P&T Checklist [revised February 2012]

The following checklist is provided to assist Department Chairs in meeting their responsibilities regarding evaluation, and promotion and tenure processes.

Chair’s Role in Pre-tenure or Promotion Process

_____a. Carefully review the University’s P&T policies (sections 2.7 and 2.8 Faculty Handbook) and University evaluation procedures (section 2.8.C Faculty Handbook).

_____b. Ensure that your department has promotion and tenure policies that are in writing, have been voted on by the department, and are accessible to all department members (section 2.8.C Faculty Handbook).

_____c. Ensure departmental guidelines are reviewed every five years and revised as needed by the department.

_____d. If campus or departmental guidelines have been updated or revised, talk with your department P&T committee and each of the candidates to ensure that everyone is clear about which departmental and University P&T processes and guidelines will be used to evaluate candidates’ application. Revisions to guidelines become effective three years after they are passed. The candidate may choose to use updated or revised guidelines prior to three years if he/she wishes.

_____e. During the first year of any new faculty members’ appointment, schedule a meeting to discuss University and departmental promotion and tenure guidelines.

_____f. Ensure that Work Plan review and evaluation occurs annually for all faculty members and provide feedback regarding teaching or librarianship, scholarship, and service. Identify strengths, areas in need of improvement, and resources needed to help faculty achieve professional goals. Indicate progress toward tenure and/or promotion. This evaluation is submitted in writing to faculty members and the Provost (section 2.7 Faculty Handbook).

_____g. Attend annual P&T training sessions.

_____h. Meet with the faculty member and Dean (in a joint meeting) three and two years prior to promotion or tenure application.

Chair’s Role in P&T Process

_____a. Meet with P&T candidates, once their candidacy status has been determined, to review the P&T process and to review what documentation and evidence should be included as part of the candidates’ application materials.

_____b. Work with P&T Committee Chair and candidate by the end of the semester (April or May) of the academic year prior to candidate’s application for promotion and/or tenure to agree upon a list of qualified external reviewers that will yield a minimum of three reviews of the candidate’s scholarship (not applicable for teaching faculty). (See sections 2.7.D.2 & 2.8.C.6 & section 2.8.I.1.)
_____c. If your department has fewer than five tenured faculty members, consult with the Provost to develop a list of potential P&T committee members to be brought to the department for vote (section 2.8.C.4 Faculty Handbook).

_____d. Review all materials submitted by P&T candidates, including recommendations of the P&T committee.

_____e. Submit your recommendations for each candidate to the Dean and provide a copy to the candidate and all previous levels on or before the due date of December 15.
I. Additional P&T Support Documents

1. External Reviewer Worksheet (not applicable to Teaching Faculty)

   LIST OF POTENTIAL EXTERNAL EVALUATORS (use additional sheets if necessary)

   Name/Credentials:
   Title:
   Employer:
   E-mail address:
   Mailing address:
   Phone:
   Relationship to candidate, if any: (e.g., former colleague, coauthor)

   Short biographical information indicating why this individual is an appropriate external reviewer:

2. Sample Letter to External Evaluators for Tenure Track candidates

   The following is suggested text that may be modified to reflect your own style but should maintain the basic elements below.

   External evaluators shall be chosen by the committee in consultation with the candidate and contacted by the Department P&T Committee Chair.

   Date

   Header

   Dear______________:

   ________________ is being considered for [tenure and] promotion to ________________ in the Department of ________________ at Plymouth State University. As part of the Promotion and Tenure (P&T) process, we solicit letters of evaluation from external evaluators. As I shared with you on the phone, you were suggested as a potential evaluator, and I very much appreciate your willingness to review ________________’s accomplishments.

   Enclosed is a copy of PSU’s Promotion and Tenure guidelines. Please note that Plymouth State University scholarship criteria are informed by the Boyer Model (see p. X in the guidelines). For your information, Dr. ______ typically teaches a X-credit load each semester. Also enclosed, please find a copy of ________________’s curriculum vitae and sample scholarly works. Please review the materials in the context of PSU’s Promotion and Tenure guidelines and criteria and comment on the quality and impact of (his/her) scholarship. If you know ________________, please tell us in what context.

   It would assist our process greatly if I could receive your comments no later than September 15. An electronic submission is acceptable. Your reply will become a permanent part of ________________’s file and application for P&T. Your review will not remain confidential.

   I appreciate the time and effort that goes into completing this process. Your contribution is an important one.

   Sincerely,

   (Departmental P&T Committee Chair)

   Enclosures
Sample Letter to External Evaluators for **Clinical faculty candidates**

Date

Header

Dear ____________________:

____________________ is being considered for promotion to Clinical _____________ in the Department of __________________ at Plymouth State University. As part of the Promotion process, we solicit letters of evaluation from external evaluators. As I shared with you on the phone, you were suggested as a potential evaluator, and I very much appreciate your willingness to review ________________’s accomplishments.

Enclosed is a copy of PSU’s Promotion guidelines, a copy of ________________’s curriculum vitae. Please comment on the quality and impact of (his/her) clinical work and/or professional service and leadership.

It would assist our process greatly if I could receive your comments no later than September 15. An electronic submission is acceptable. Your reply will become a permanent part of ________________’s file and application for P&T. Your review will not remain confidential.

I appreciate the time and effort that goes into completing this process. Your contribution is an important one.

Sincerely,

(Departmental P&T Committee Chair)

Enclosures

Sample Letter to External Evaluators for **Research Faculty candidates**

Date

Header

Dear ____________________:

____________________ is being considered for [tenure and] promotion to ________________ in the Department of __________________ at Plymouth State University. As part of the Promotion process, we solicit letters of evaluation from external evaluators. As I shared with you on the phone, you were suggested as a potential evaluator, and I very much appreciate your willingness to review ________________’s accomplishments.

Enclosed is a copy of PSU’s Promotion guidelines, a copy of ________________’s curriculum vitae and other pertinent materials. Please review the materials in the context of PSU’s Promotion criteria for Research Faculty and comment on the quality and impact of (his/her) scholarship and/or professional service and leadership.

It would assist our process greatly if I could receive your comments no later than September 15. An electronic submission is acceptable. Your reply will become a permanent part of ________________’s file and application for P&T. Your review will not remain confidential.

I appreciate the time and effort that goes into completing this process. Your contribution is an important one.

Sincerely,

(Departmental P&T Committee Chair)

Enclosures